


## The Effect Of Career Development And Work Motivation On The Lamongan District DPRD Secretariat Employee Performance

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Article Info	ABSTRACT
<b>Keywords:</b> Career development, work motivation, employee performance, the Lamongan District DPRD Secretariat	This research aims to investigate the influence of career development and work motivation on the Regional People's Representative Council (DPRD) Secretariat of Lamongan District employees' performance. The sample used consisted of 35 respondents from the Lamongan District DPRD Secretariat. The software used in the data analysis of this research is SPSS with the multiple linear regression analysis method. The results in this study reveal that career development and work motivation affected the Lamongan District DPRD Secretariat employees' performance. Additionally, both variables also have a significant influence with a contribution of 69,9%. The findings of this research could be helpful as a guidance for the leadership and policymakers at the Lamongan District DPRD Secretariat with the aim of improving employee performance.
This is an open access article under the <a href="https://creativecommons.org/licenses/by-nc/4.0/">CC BY-NC</a> license 	<b>Corresponding Author:</b> Erna Hayati Faculty of Economics, Universitas Islam Lamongan <a href="mailto:ernahayati@unisla.ac.id">ernahayati@unisla.ac.id</a>

### INTRODUCTION

The Regional People's Representative Council (DPRD) Secretariat of Lamongan District is a government organization that provides services to support fulfillment of the tasks and functions of Lamongan District DPRD. Therefore, its activities include budgeting, legislation, and supervision. The budgeting activities category include, among others, budget policy discussions, the legislation category such as the formation of regional regulations and the regulations of DPRD, and the supervision category such as oversight of regional government administration and the DPRD code of ethics supervision. Thus, it requires employees who possess the ability to carry out these three tasks. The employees are required to have expertise in the fields of state administration, law, and politics.

The success of a government organization is greatly affected by its employee performance (Yulianti, 2020). The performance of an organization will be optimally achieved if the company or organization has employees who possess expertise in their work, motivation, and conditions that enable them to work with total dedication (Maemunah & Pertiwi, 2022). Employee performance is one of the determinants of achieving the goals of a government organization. Therefore, government department need to comprehend the components affecting employee performance. Several studies conducted by Haryono et al

(2020), Sinollah et al (2020), Syafaruddin et al (2021), Anandita et al (2021), Hilmawan (2022), Muna & Isnowati (2022), Yolinza & Marlius (2023), and Ali et al (2023) have shown that various factors such as career development, work motivation, job training, placement, promotion, and others, affects employee performance in both companies and government organization. In this study, the focus will be on the affect of career development and work motivation on employee performance.

Career development is a person's effort to improve themselves in order to realize their career plans (Mangkunegara, 2013). An employee really needs to engage in potential development activities to improve the quality of their work, which will ultimately impact the achievement of their desired career. The research results of Syafaruddin et al (2021), Hilmawan (2022), Ali et al (2023), and Yolinza & Marlius (2023) state that career development has a relationship with employee performance.

Motivation is a condition that results from psychological pressure within an individual that can guide their behavior to achieve goals (Robbins & Timothy, 2015). Employees who have high work motivation will optimize all efforts of creativity and innovation to complete their work without the need for strict supervision. Studies conducted by Haryono et al (2020), Syafaruddin et al (2021), Hilmawan (2022), and Yolinza & Marlius (2023) revealed that work motivation has a relationship with employee performance.

The success in achieving the performance of the Lamongan District DPRD Secretariat is inseparable from the performance of its employees. Referring to its accountability report, there has been an improvement over the past two years. In 2022, the accountability report score was 87,40, which increased to 87,47 in 2023 with an A grade. Therefore, in this study, the researcher is interested to assess how career development and work motivation can influence the Lamongan District DPRD Secretariat employee performance.

## METHOD

This research uses a quantitative research method. The data collected based on the outcomes of questionnaire distribution. This study using two predictor variables and one respon variable. The predictor variables are Career Development and Work Motivation. Meanwhile, the respon variable in this study is Employee Performance. The three variables were assessed using a 1-5 Likert scale. The number of respondent samples used is 35 the Lamongan District DPRD Secretariat employees. To answer the hypothesis in this study, the analysis method used is multiple linear regression analysis. The data from the questionnaire is first subjected to quality testing using validity and reliability tests. The validity test uses correlation between the score of each item and the total score. If the correlation is significant, then the items can be considered valid (Ghozali, 2018). Meanwhile, the reliability test uses the Cronbach' Alpha value. A variable is considered reliable if the Cronbach' Alpha value > 0,7 (Nunnally & Bernstein, 1994).

## RESULTS AND DISCUSSION

### The Lamongan District DPRD Secretariat Respondents' Characteristics

Table 1 provides an overview of the participants' information in this research. Out of a total of 35 respondents, 57,1% were male and 42,9% were female. In this survey, there were more male respondents than female respondents. The majority of participants who filled out the survey were under 40 years old. Most of the employees of the Lamongan District DPRD Secretariat who participated in this survey hold a bachelor's degree (80%). 54% of the respondents have more than 10 years of work experience.

**Table 1.** Respondents' Characteristics

Respondents' Characteristics		N	Percentage (%)
Gender	Male	20	57,1
	Female	15	42,9
Age	< 31	12	34,3
	31– 40	12	34,3
	41 – 50	5	14,3
	>50	6	17,1
Education	High school	5	14,3
	Diploma	1	2,9
	Bachelor	28	80
	Post-graduate	1	2,9
Experience	< 10	16	46
	>10	19	54

Based on Table 2, it shows that the average overall score of all variables is 3,81. This indicates that the respondents in this study have an understanding of the importance of career development and work motivation on performance. The highest average score among the three variables is the employee performance score with a mean value of 4,07 and a standard deviation of 0,69. The next highest is the mean score of the career development variable at 3,82 with a standard deviation of 0,59. Meanwhile, work motivation has a mean score of 3,54 and a standard deviation of 0,83. The three variables have small standard deviations. This indicates that there is a similarity in perception among the respondents.

**Table 2.** Mean and Standard Deviation for Variable

Variable	Code	Number of Items	Mean	Standard Deviation
Career Development	CD	9	3,82	0,59
Work Motivation	WM	8	3,54	0,83
Employee Performance	EP	7	4,07	0,69
Mean			3,81	0,703

### Validity Test

There is the calculated r values used to test the validity of the item questionnaire. The items are considered valid if the r value is greater than the r table. The r table at  $\alpha=5\%$  and a

sample size of 35 is 0,334. Additionally, it can also be done by comparing the p-value with  $\alpha=5\%$ . If the p-value  $< \alpha$ , then it can be concluded that the item is valid.

**Table 3.** Validity Test of Career Development (CD)

Item	r value	P-value
CD 1	0,761	0,000
CD 2	0,579	0,000
CD 3	0,809	0,000
CD 4	0,719	0,000
CD 5	0,662	0,000
CD 6	0,745	0,000
CD 7	0,734	0,000
CD 8	0,765	0,000
CD 9	0,651	0,000

In Table 3, the calculated r values and p-values of the 9 items on the career development (CD) variable can be seen. All items' r values are greater than the r table (0,334). Similarly, if we look at the p-values, all p-values are less than  $\alpha$  (0,05). Thus, it can be concluded that the 9 items are valid.

**Table 4.** Validity Test of Work Motivation (WM)

Item	r value	P-value
WM 1	0,897	0,000
WM 2	0,946	0,000
WM 3	0,930	0,000
WM 4	0,866	0,000
WM 5	0,866	0,000
WM 6	0,819	0,000
WM 7	0,741	0,000
WM 8	0,516	0,002

The total number of items on the work motivation variable is 8 items. Table 4 shows that the calculated r values for all items range from 0,516 to 0,946. These values are greater than the table r value (0,334). Meanwhile, the p-values for all items are also less than 0,05. Thus, it can be concluded that the 8 items of the work motivation variable are valid.

**Table 5.** Validity Test of Employee Performance (EP)

Item	r value	P-value
EP 1	0,878	0,000
EP 2	0,922	0,000
EP 3	0,810	0,000
EP 4	0,796	0,000
EP 5	0,863	0,000
EP 6	0,896	0,000
EP 7	0,852	0,000

The calculated *r* values and *p*-values for the 7 items of the employee performance variable can be seen in Table 5. The lowest calculated *r* value is 0,796 and the highest is 0,922, indicating that all items' *r* values are greater than the *r* table (0,334). Similarly, all *p*-values are less than 0,05. Therefore, it is possible to conclude that all items of the employee performance variable are valid.

### Reliability Test

The consistency of variables is assessed using the reliability test. In Table 6, the Cronbach' Alpha values for each variable are shown. The Cronbach' Alpha values for the three variables are more than 0,7. Therefore, we can conclude that the three variables are reliable.

**Table 6.** Reliability Test Results

Variable	Cronbach' Alpha	Conclusion
Career Development	0,869	Reliable
Work Motivation	0,934	Reliable
Employee Performance	0,939	Reliable

### Classical Assumption

To ensure that the estimation of the multiple linear regression model in this research is an unbiased estimation, a series of classical assumption tests will be conducted. Since the data in this research is cross-sectional, the classical assumptions that will be examined include normality of residuals, multicollinearity, and heteroscedasticity.

### Normality Distribution Test of Residual

The normality test on the residuals uses the non-parametric Kolmogorov Smirnov test. In Table 7, the *p*-value is found to be 0,495. The value is greater than  $\alpha$  (0,05). The conclusion is that the residuals are normally distributed.

**Table 7.** Value of Kolmogorov-Smirnov

Kolmogorov-Smirnov	P-value
0,831	0,495

### Multicollinearity Test

A good regression model must meet the requirement that the independent variables should not be correlated with each other or exhibit multicollinearity (Budi, Septiana & Mahendra, 2024). To ensure this, in this study, a multicollinearity assumption test was assessed by the tolerance and Variance Inflation Factor (VIF) values. Table 8 shows that the tolerance value is 0,842. It is greater than 0,1. The VIF value is 1,188. Its VIF value is less than 10. It can be determined that there is no correlation between the predictor variables, in other words, the multicollinearity assumption is met.

**Table 8.** Collinearity Statistics

Variable	Collinearity Statistics	
	Tolerance	VIF
Career Development	0,842	1,188
Work Motivation	0,842	1,188

### Heteroscedasticity Test

A linear regression model that is unbiased requires that the variance of the residuals of one observation with another must be uniform, also known as homoscedasticity (Ghozali, 2018). Therefore, a good regression model should not exhibit cases of heteroscedasticity. Figure 1 is a scatter plot used to examine the assumption of heteroscedasticity. The plot points in the scatter plot image are randomly scattered above and below the zero value on the vertical axis (Y). Therefore, it can be determined that no cases of heteroscedasticity were found.

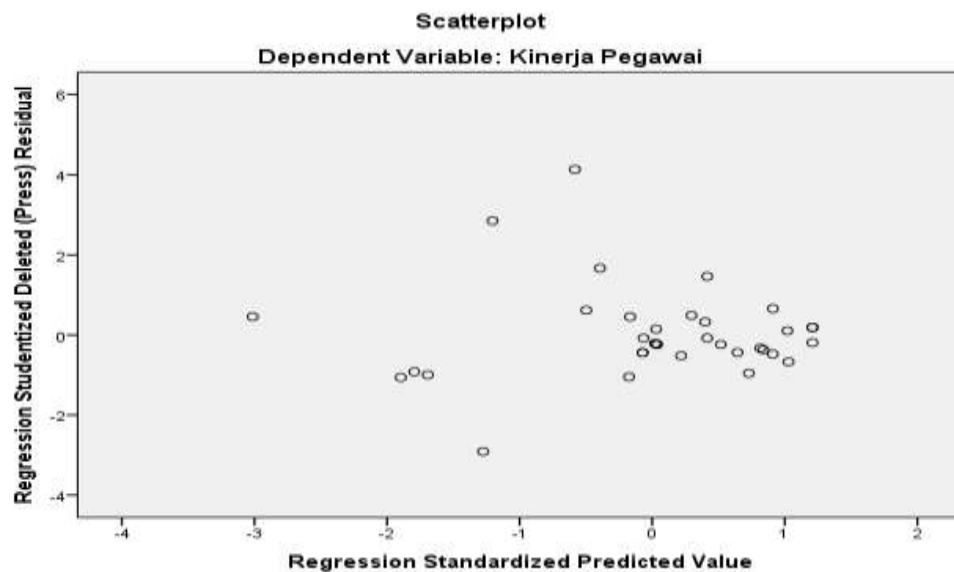


Figure 1. Scatter Plot

### Hypothesis Test

The linear regression analysis method is used in this research to model the relationship between career development (CD) and work motivation (WM) with employee performance (EP), as well as to determine whether these two predictor variables have an effect on employee performance. The software used is SPSS. Table 9 contains the SPSS output results used to answer the hypothesis.

Table 9. The Result of Hypothesis Test

Hypothesis	$\beta$	t-value	P-value	Conclusion
CD → EP	0,425	4,596	0,000	Significant
WM → EP	0,392	5,276	0,000	Significant

### The Assessment of the Relationship between Career Development and Employee Performance

Based on Table 9, we can determine that the regression coefficient for the career development variable is positive. This indicates that career development has a positive relationship with employee performance, meaning that if career development increases, the Lamongan District DPRD Secretariat employee performance will also increase, and vice versa. The t-test results show that the t-statistic value (4,596) > t-table (2,036) and the p-value <  $\alpha$  (0,000 < 0,05). Thus, the conclusion drawn is that career development influences employee

performance. The clarity of career development rules within a government organization such as the Lamongan District DPRD Secretariat encourages employees to improve their performance. The result is congruent with the findings of Sinollah et al (2020), Anandita et al (2021), Syafaruddin et al (2021), Muna & Isnawati (2022), Hilmawan (2022), Ali et al (2023), and Yolinza & Marlius (2023).

### The Assessment of the Relationship between Work Motivation and Employee Performance

In Table 9, we can determine that the regression coefficient of the work motivation is also positive with a coefficient value of 0,392. Thus, the relationship between work motivation and employee performance is also positive, meaning that if employee work motivation increases, the Lamongan District DPRD Secretariat employee performance will also increase, and vice versa. The results of the partial test of the influence of work motivation on employee performance using the t-test showed that the t-statistic value (5,276) > t-table (2,036) and the p-value <  $\alpha$  (0,000 < 0,05). The outcomes of the t-test showed that work motivation influences employee performance. The results of this study indicate that the respondents, employees of the Lamongan District DPRD Secretariat, strongly agree that motivation will impact their psychological condition, making them more confident in performing their tasks, which will ultimately improve their performance. It is consistent with the results obtained from the research by Haryono et al (2020), Sinollah et al (2020), Anandita et al (2021), Syafaruddin et al (2021), Muna & Isnawati (2022), Hilmawan (2022), and Yolinza & Marlius (2023).

### Coefficient of Determination

The Adjusted R Square value in Table 10 shows a figure of 0,699, resulting in a coefficient of determination of 69,9%. This means that career development and employee work motivation can explain 69,9% of the variance in employee performance, while the remaining 30,1% is explained by other variables.

**Table 10.** Determinations' Coefficient

R	R <sup>2</sup>	Adjusted R <sup>2</sup>
0,847	0,717	0,699

## CONCLUSION

The success of the Lamongan District DPRD Secretariat, one of which is demonstrated by the increase in the accountability report scores over the past two years, is inseparable from the performance of its employees. This has sparked the researchers' interest in determining the variables that influence employee performance at the Lamongan District DPRD Secretariat. Many previous research investigated the relationship between career development and work motivation on employee performance in government organizations. Based on the results of this research, it was concluded that both career development and work motivation influence employee performance. The coefficient of determination shows that the influence of career development and work motivation on employee performance is quite significant, at 69,9%, compared to other factors which only account for 30,1%. The results of this study are expected to provide input, especially to the leaders at the Lamongan District DPRD Secretariat, to support employees in career development and enhance work motivation, thereby impacting improved employee performance. The improvement in employee

performance will drive the achievement of the goals of the government organization. This research certainly has limitations, including being conducted only at one government agency, not using a large sample size, and having limited research variables. The author recommends that future research be conducted at other agencies or companies, with a huge sample size and consideration of more variables.

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